

Competency Resources

Korn-Ferry Publishers of “FYI – For Your Improvement” which features the Korn Ferry competencies. You can find a copy of the FYI book [here](#).

Personal & Interpersonal Competency Resource Guide		
Competency	Articles	Videos
Approachability	Employee Engagement – David Peck Approachability – David Peck Increasing your Approachability – Klassen Performance Group	Are you Approachable? – Chris Mattis Approachability – Life Coach Approachability – John G. Blumberg The Power of Approachability – Scott Ginsberg
Building Effective Teams	Steps to Building an Effective Team – Berkley HR Twelve Ways to build an Effective Team – Ceridian Corporation A Strategic Guide for Building Effective Teams – Laird Mealiea, Ramon Baltazar	Building Effective High Performing Teams – Donna Price Effective Team Building for New Leaders – Leadership Now Building Effective Teams – Jody Holland
Conflict Management	Conflict Management Techniques – Human Metrics Inc. Conflict Styles – Thomas/Killman, Bonnie Burrell Conflict Resolution - MindTools	The Confident Supervisor: Conflict Management: Supervisor Training - HRHeroVideos Workplace Conflict: How to Resolve Conflict in the Workplace – Executive Leadership Training Managing Conflict in the Workplace Video Training, Supervisor Training – CRM Learning, L.P.
Developing Direct Reports and Others	Developing Direct Reports – George Washington University Development of Self and Others – University of Michigan Education Competencies: Developing Others - Microsoft	Developing Direct Reports – National Trainer Five Steps to Developing Direct Reports – CRG emPerform Leadership Development, Developing Direct Reports – Furnari Associates

Fairness to Direct Reports	Fairness to Direct Reports – George Washington University Demonstrating Fairness in Managing Direct Reports – direcTutor.com	Who Put You in Charge? JILLY Introduces the Principles of Fairness – Lesley Hunter Why Leaders Eat Last – Simon Sinek Leadership Heuristics: Keys to Establishing Leadership Quickly – Duke University
Integrity and Trust	How the Best Leaders Build Trust – Stephen Covey International Journal of Leadership Studies, Volume 5, Issue 2 / 2009 Credible Leadership: Building Trust through Inner Integrity – Daniel Stane The Qualities of Leadership: Integrity, Honesty and Values – Cornelius & Associates	4 Ways to Build Trust in the Workplace – Herrman Intl Interview: Stephen Covey on Trust – Forbes, FranklinCovey Integrity and Excellence – Chris Widener First Why and Then Trust – Simon Sinek, TEDx Talks
Listening	The Executive's Guide to Better Listening – Bernard T. Ferrari The Forgotten Art of Listening – Ed Brodow 6 Ways Effective Listening Can Make you a Better Leader – Glenn Llopis	How to Speak so that People Want to Listen – Julian Treasure, TED Talks Listen, Learn ... then Lead – Stanley McChrystal, TED Talks Listening is a Difficult Skill for Leaders – The Lost Art of Inquiry – Anne Loehr
Managerial Courage	What is Managerial Courage? - Excerpt Manageris' Synopsis No. 136b The Art of Managerial Courage – Les Hayman Education Competencies – Managerial Courage - Microsoft	The Courage to Speak Up – Womack on Lean Management Courageous Leadership – Mike Staver
Managing Diversity	How to Manage Diversity in the Workplace – Caroline Banton Describe How an Inclusive Workplace Differs from Traditional Diversity Management – Lee Grayson The Rise of Multicultural Managers – Yves Doz	Workplace Diversity – Workopolis Careers Channel Managing Workplace Diversity Effectively – Cascade EAP

Motivating Others	Helping People to Motivate Themselves and Others – Free Management Library The Top 9 Things that Ultimately Motivate Employees to Achieve – Glenn Llopis Motivating Others in the Workplace – Marshall Brown	The Puzzle of Motivation – Dan Pink, TED Talks 10 Tips for Managing and Motivating Others - MindSpring A Pep Talk from Kid President to You - SoulPancake
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Operational Management & Business Focus Competency Resource Guide		
Competency	Articles	Videos
Customer Focus	A Customer Focused Attitude makes all the Difference – Pam Wyess Customer Focused Leadership – Harvard Management Update What is Customer-Focused Leadership? – Ray Miller	Empowered Leadership – Customer Focus – Tony Curl Customer Focused Business Strategy – Martha Rogers, PhD When it Comes to Customer Service, Be a Leader – Shep Hyken
Delegation	When to Delegate? Try the 70 Percent Rule – Jim Schleckser Leadership: The Importance of Knowing How to Delegate – Brett & Kate McKay Successful Delegation: Using the Power of Other People's Help - MindTools Delegate – Leadertoday.org	Two Elements for Successful Delegation: Coaching for Leaders – Marshall Goldsmith Delegating Effectively - NCSBNInteract Project Leadership 101: Delegation - AITS
Directing Others	Education Competencies: Directing Others - Microsoft	Defining Employees Roles and Responsibilities – Vincenzo Covino
Organizing	The Power of Organized Leaders – Doug Dickerson So, How Good is YOUR Time Management? – Leadership Resource Center	Leadership & Resource Management – Roger Reece Managing People – Steve Jobs

Problem Solving	<p>The 4 Most Effective Ways Leaders Solve Problems – Glenn Llopis</p> <p>Problem Solving for Leaders – Dynamic Leadership</p> <p>4 Problem-Solving Tactics of Great Leaders – Alison Griswold</p>	<p>Leadership and Problem Solving – Life Cycle Engineering</p> <p>Pragmatic Leaders are Often Considered to be Functional Problem Solvers – Mouayad Mohtar</p> <p>Problem Solving in Leadership – Brandon Boyd</p>
Process Management	<p>Leading Process Excellence: Eight Critical Steps for Lean Champions – Environment Protection Agency</p> <p>Superhero Process Improvement? The Five Essential Qualities of Leadership – Dennis Narlock</p>	<p>The Best Leadership Style for Continuous Improvement – Stephen Goldberg</p> <p>Continuous Process Improvement – Penny Weller, TEDx Talks</p> <p>Learn How to Build Your Team's Continuous Improvement Muscle – Lee Kuntz</p>
Strategic Agility	<p>Governments for the Future: Building the Strategic and Agile State – Yves Doz, Mikko Kosonen (PDF Download)</p> <p>Shifting from Strategic Planning to Strategic Agility – Holly Green</p> <p>The Key to Strategic Agility – Samuel B. Bacharach</p>	<p>Strategic Agility – Christine Pietschmann</p> <p>Executive Program in Strategic Agility – Schulich Executive Education Centre</p>
Timely Decision Making	<p>Great Leaders are Great Decision Makers – Larina Kase, PsyD, MBA</p> <p>4 Ways for Leaders to Make a Decision – Brent Gleeson</p> <p>Thoughts on Leadership: How Important is Decision-Making? – Moya K. Mason</p>	<p>The Five Basis for Decision Making Success – Phillip Van Hooser, Tedx Talks</p> <p>Tips to Improve the Decision Making Process – CommLab India</p> <p>Building Leadership Skills, 3 Secrets to Successful Decision Making – Wendy Capland</p>
Time Management	<p>Time Management for Leaders – Big Dog, Little Dog</p> <p>Leadership Tips on Time Management – Managing Your Own Time and That of Others – Christina Bilinski</p> <p>Time Management for Leaders – M. Finley</p>	<p>Effective Time Management for Leaders – Villanova Leadership Academy</p> <p>Time Management for New Leaders – LeadershipMentor.com</p> <p>Leadership Time Management with: The Three Types of Time – Andrew Bailey</p>

Written Communication	How Good Are Your Communication Skills? - MindTools Good Writing as an Essential Leadership Skill – Leslie Anglesey The Importance of Good Writing Skills in the Workplace – Renee O’Farrell	N/A